

☒ **UNCLASSIFIED**☐ **INTERNAL  
USE ONLY**☐ **CONFIDENTIAL**☐ **SECRET****ROUTING AND RECORD SHEET****SUBJECT:** (Optional)**AGENDA FOR MEETING WITH ADMIRAL TURNER AND  
AGENCY SECRETARIAL GROUP****FROM:**  
STAT

STAT

**EXTENSION****NO.****DATE**

14 October 1977

**TO:** (Officer designation, room number, and  
building)**DATE****RECEIVED****FORWARDED****OFFICER'S  
INITIALS****COMMENTS** (Number each comment to show from whom  
to whom. Draw a line across column after each comment.)

STAT

Meeting Wednesday, 19 Oct 1977  
1:30 - 2:30 PM in DCI Conference  
Room

2.

3.

4.

5.

6.

7.

8.

9.

10.

11.

12.

13.

14.

15.

☐ **SECRET**☐ **CONFIDENTIAL**☐ **INTERNAL  
USE ONLY**☐ **UNCLASSIFIED**

AGENDA FOR MEETING WITH ADMIRAL TURNER  
AND AGENCY SECRETARIAL GROUP

ITEM 1	Secretarial Problems	15 minutes
	(1) Secretarial Career Service	
	(2) Headroom For Promotion	
	(3) Vacancy Notices	
	(4) Part-Of-The-Team Concept	
	(5) Walking The Halls To Find A Job	
	(6) Agency Secretarial/Clerical MAG	
ITEM 2	Operational Support Assistants	10 minutes
ITEM 3	Contract Wives	10 minutes
ITEM 4	Basic Office-Related Training Of New Employees	10 minutes
ITEM 5	Establishment Of A Day Care Center For The Use Of Agency Personnel	5 minutes
ITEM 6	Correspondence	5 minutes
ITEM 7	Advancement Of Secretarial/Clerical Employees Into Professional Slots	5 minutes

ITEM 1

SECRETARIAL PROBLEMS

PROBLEM 1 - SECRETARIAL CAREER SERVICE

STAT

One of the single most important problems, as secretaries see it, is the lack of a Secretarial Career Service to be solely responsible for this category of Agency personnel which numbers [redacted] people. We have concluded that this Career Service should include only Secretaries, Administrative Assistants, Clerk Stenos and Clerk Typists in Grade GS-6 and above, eliminating clericals. By way of identifying clericals, we mean all those employees listed as file clerks, messengers, information control clerks, intelligence assistants, etc. whose constant turnover and large number would tend to overburden a Secretarial Career Service and thereby be detrimental to the interests of those for whom the Service is intended. We feel that such a Service would address itself to Problems 2 - 5 listed below and we have tried, where possible, to offer solutions which we hope have not been offered before.

If, after our discussion, it is deemed impossible to have a Secretarial Career Service, we would like to present to you another concept -- that of an Agency Secretarial/Clerical MAG (listed as Problem 6) which might explore some of the problems we will be discussing.

SOLUTION:

In the past the conclusion has always been reached that a Secretarial Career Service is not feasible. We feel that it should be given a chance. Over the years in this Agency many new ideas have been tried; some have succeeded and some have failed. We feel the time is NOW for this Secretarial Career Service. If it succeeds, some of the problem areas might be alleviated; if it fails, it can be chalked up with other failures the Agency has had over the years. We say -- NOTHING VENTURED; NOTHING GAINED!!!!

PROBLEM 2 - HEADROOM FOR PROMOTION

Agency policy has been over the years that a secretary's grade has been tied to the grade of her boss -- i.e., a GS-7

for a Grade GS-16; a GS-8 for a Grade GS-17 and a GS-9 for a Grade GS-18. This system has, therefore, prevented promotions because of no headroom.

POSSIBLE NEW SOLUTION:

It is possible that one of the basic reasons for the bottleneck at the GS-7 level and upwards is promotion too rapidly after entrance on duty with the Agency. Longer time-in-grade should be considered by Agency management, and promotions should be based on initiative and para-managerial criteria, in addition to technical skills.

We recommend the establishment of a certain number of GS-8, GS-9 and GS-10 grades which would be available only for promotion purposes when a secretary has performed in a sustained, exceptional manner and there is no headroom for promotion. Depending on whether money or number of positions is involved, there might be the possibility of consolidating two lower grades and establishing a higher grade, i.e., consolidating two GS-4's for one GS-8, etc. The promotions would be administered by an Exceptional Promotion Panel. Criteria for promotion would be performance at an Outstanding or Very Strong level for a period of at least 7 to 8 years, or possibly even 10, and ratings by at least two or three different supervisors and reviewing officers. This would preclude promotion when there has been only one rating supervisor and reviewing officer.

PROBLEM 3 - VACANCY NOTICES

There is no mandatory provision that Agency vacancy notices be widely distributed, though the Office of Personnel has requested Agency components to do so immediately upon receipt of them.

SOLUTION:

You recommend in one of your future "Notes From The Director" that Agency components distribute vacancy notices, immediately upon receipt, to all interested parties. While on the subject of "Notes From The Director," it is hoped that if we can come up with enough good ideas from this meeting you consider issuing a publication dealing solely with subjects we have discussed.

PROBLEM 4 - PART-OF-THE-TEAM CONCEPT

Secretaries have traditionally felt they are left out of the mainstream of Agency management -- not really a part of the

team, just a fixture. Some components include secretaries in their regularly scheduled Staff Meetings which serves two good purposes: (1) she is able to convey to those secretaries working with her items of interest and mutual concern discussed at the meeting and (2) she can, in turn, offer suggestions from the secretarial point of view which might be helpful to her supervisors.

SOLUTION:

Again, you could recommend in a "Notes From The Director" that Agency management might find it useful to invite secretaries to Staff Meetings, or any other meetings at which items of mutual interest and concern are discussed.

PROBLEM 5 - WALKING THE HALLS TO FIND A JOB

Top Agency management has changed so rapidly in the past four years that we now have a number of top Executive Secretaries whose bosses have left the Agency or no longer occupy top-level Agency positions. Secretaries have been forced to walk the halls in some instances and have been left to find jobs for themselves. In a great many cases, they have been forced to take jobs other than secretarial to maintain their grades when in fact they would have preferred to remain secretaries.

POSSIBLE NEW SOLUTION:

Management might consider "temporary promotions" for upper echelon jobs. In other words, the promotion would be for the time the incumbent held the job. If personnel changes or other circumstances forced her to relinquish the job, and no positions were available at the same grade at that time, she would revert back to the grade which she held before her promotion -- knowing this in advance of taking the job. A very important aspect, from a secretarial point of view, of this "temporary promotion" concept would be the obtaining of a high-three salary for retirement purposes, and in this day and age when more and more women are opting for careers instead of marriage, this is a significant point. It would also be highly desirable and very important that if the "temporary promotion" did not last for the three-year period necessary to attain the high-three salary, some provision be made for the incumbent to maintain the "temporary promotion" for the three years required.

PROBLEM 6 - AGENCY SECRETARIAL/CLERICAL MAG

Not all Directorates have secretarial/clerical representation on their Management Advisory Groups (MAG) and the CIA MAG

has no secretarial representation. We feel our problems are important but have not been dealt with adequately by other working groups. We feel an Agency-wide Secretarial/Clerical MAG could address the problems we have surfaced, study them in detail, and perhaps come up with new ideas.

A CIA Secretarial/Clerical MAG would give secretaries a voice in managerial decisions affecting them and would, at last, recognize them as an integral part of CIA. It would also provide secretaries with the reasoning behind decisions that do not seem to have their best interests in mind.

#### SOLUTION:

We recommend a Secretarial/Clerical MAG, under the auspices of the Director, be established with representation from all parts of the Agency. The Office of Personnel would report changes affecting secretaries and clericals to it and it would in turn publish those changes, along with minutes of the meetings, to all secretarial/clerical personnel. New ideas and recommendations resulting from MAG meetings would be submitted to the Director for his review and comment.

### ITEM 2

#### OPERATIONAL SUPPORT ASSISTANTS

##### PROBLEM

Unique to the DDO, Operational Support Assistants serve at small field installations and are required to perform a wide variety of non-secretarial duties which are assigned to professional employees in the GS-8 through GS-14 range at larger installations. These duties include all aspects of finance, logistics, communications, intelligence reporting, photography, analytical work and basic operational tradecraft applications. In addition, these employees often serve as Acting Chiefs of Station/Base during the absence of their supervisors. Because the Chiefs of these Stations/Bases are in the GS-12 to GS-14 range, and due to the Agency's practice of assigning clerical grades in accordance with supervisors' grades, Operational Support Assistants are often assigned to GS-7 slots (with very few exceptions permitting GS-8 and GS-9 ranks), despite the fact that their actual duties and responsibilities warrant slots of much higher grade (GS-10 through GS-12). This is a gross

injustice, since these employees are not being paid for the additional skills and abilities they are utilizing in their capacity as Operational Support Assistants versus secretaries.

RECOMMENDATION/SOLUTION:

It is recommended that the Office of Personnel, in close coordination with the DDO Career Management Staff, be tasked to conduct a survey of all DDO Operational Support Assistant slots to facilitate the upgrading of same to a level commensurate with the duties and responsibilities involved, regardless of the supervisors' grades.

ITEM 3

CONTRACT WIVES

PROBLEM

A woman married to a staff officer and holding a staff position at Headquarters is usually forced to resign when accompanying her husband on an overseas assignment. This is required despite the fact that it is known on many occasions, by both Headquarters and field station personnel, that there is an assignment awaiting the wife in the field. Therefore, when the wife arrives at the station, she is asked to work on contract at a Grade GS-3, GS-4 or GS-5. This grade is offered regardless of her previous staff position at Headquarters. It is not uncommon for a wife who was a grade GS-7, GS-8 or GS-9 at Headquarters to become a contract wife at a much lower grade. Her high level of performance remains the same, but her pay becomes much lower than she deserves. This is further aggravated by the fact that when a wife returns to Headquarters, she must re-apply for work, wait for a new security clearance and then often receive a lower GS rating than she had when she was forced to resign. Incidentally, during her field assignment as a contract wife, she also loses the other benefits that would normally accrue if she were a staff employee. These benefits include longevity toward retirement, longevity toward periodic step increases and build up of retirement funds. A woman would like to be treated as an individual, not just "a wife."

RECOMMENDATIONS/SOLUTIONS:

It is recommended this procedure be reviewed to determine the best options for accommodating the externally imposed regulations for slots, staffing and funding, meeting the Agency's operational needs and providing fairer treatment to the staff wife of officers assigned overseas. These options are:

- (1) Permit the wife to maintain her staff status and assign her to a staff position. If one is not available, assign her the most suitable position normally given a contract wife.
- (2) Convert the wife to contract "A" status while in the field and continue to pay her the equivalent of the staff grade.
- (3) Place the wife in a contract status, but continue her retirement benefits.
- (4) Eliminate the need for a new security clearance upon return to Headquarters.
- (5) Upon return to Headquarters, give back to the contract wife the GS grade held before going overseas with her husband and insure no loss of periodic in-step longevity.
- (6) Upon return to Headquarters and staff status of a contract wife, the field station should pouch the field contract file to the Office of Personnel which in turn will consolidate this file with the Official Personnel File in order to complete her service record.

ITEM 4

BASIC OFFICE-RELATED TRAINING OF NEW EMPLOYEES

PROBLEM

Secretarial/clerical personnel entering on duty with the Agency do not receive basic office-related training prior to reporting to their assignment. The majority of these



employees are working for the first time in an office-type environment and lack the knowledge of proper Agency telephone techniques, general office practice, etc. Some years back, the Office of Training did present this basic training to new employees while they were in the "clerical pool" awaiting job assignments. Since the so-called "pool" no longer exists, the needed indoctrination for new office workers has ceased. It is realized that this is a responsibility of the DDA via the Office of Training. However, since this very important training is no longer given to new employees before they enter on duty, it is deemed important to bring this fact to your attention at this time.

The Office of Training presently offers a course entitled "Orientation for New Employees" for those personnel who have been on the job for a minimum of 60 days but less than 2 years. The course deals primarily with the mission and structure of CIA, and the rights and responsibilities of its employees. Although this is a 4-day course, only 1 and 1/2 hours is devoted to general office practice, i.e., 30 minutes for telephone techniques and 45 minutes for office protocol. In order for a new employee to perform in a competent manner in an office-type environment, especially the first-time worker, he/she should receive specific training, on a timely basis, regarding proper telephone techniques, general office practice, etc. If this type of training were given to employees during their first week of employment, they could be expected to assume their job with these basic office skills.

#### RECOMMENDATIONS:

(1) It is recommended that you task the Office of Training to establish a mandatory 1-day training course geared to new secretarial/clerical personnel to include basic office-related items.

(2) It is recommended that in your "Notes From The Director" you encourage management to support the enrollment of their secretarial/clerical personnel in appropriate Office of Training courses, and that those personnel who want to attend job-related courses be allowed to do so. Attendance in these courses would be time well spent, both for the employee and the employer -- the employee's knowledge and skills would be increased, thereby enhancing competence and productivity on the job.

SOLUTION:

New employees receive security indoctrination briefings on Tuesday afternoon and all day on Friday of the second week of employment. The basic office-related training could be given on the intervening Wednesday or Thursday. Specifically, the course should cover the following items:

1. Telephone Systems

A discussion of the telephone systems used throughout the Agency (black, red, green, gray and outside lines).

2. Telephone Techniques

A discussion of the proper telephone techniques, including telephone manners, familiarization of the telephone instrument, simulated telephone exercises, as well as use of the telephone for personal reasons.

3. General Office Practice

To include the following:

- a. How to open and close safes.
- b. Discussion of proper office etiquette:
  - Promptness reporting to work or meetings
  - Admitting mistakes; accepting constructive criticism
  - Flexibility/cooperativeness
  - Neatness in work, appearance and office
  - Keeping "confidential" information to yourself (fitness reports, personnel actions, etc.)
- c. Correspondence
  - Preparation of memoranda, utilizing the "Correspondence Style and Procedures Guide"

- Examples of correspondence, e.g., cables, dispatches, transmittal slips, speed letters.

#### 4. Agency Breakdown by Directorate

A brief overview of the Agency; an explanation of where the employee's office fits in the mosaic of the Agency organization.

#### 5. Familiarization of the Headquarters Building

Employees would be given a map of the corridor system of the Headquarters building, with a brief tour of the building, to include the location of the Credit Union, Cafeterias, Library, Security Duty Office, Reception Area, and Office of Medical Services.

The Office of Training would be the logical office to present this training. However, if manpower or funds are not available, it is recommended that senior Agency secretarial personnel interested in this program who possess good speaking ability and excellence in the subject matter be given the opportunity to participate in the presentation of this course. This could be accomplished by sending a notice to senior secretaries (GS-7 and above) informing them of the training program and soliciting volunteers. The Office of Training would act as the overall coordinator, interviewing and selecting the participants.

The benefits of establishing a mandatory basic office-related training course would be two-fold:

(1) New Agency secretarial/clerical employees would receive general office training, so important for competent office workers, prior to the assumption of their jobs.

(2) Senior Agency secretarial personnel with excellence in the course subject matter would participate in the training of new employees, imparting their years of on-the-job experience to these employees.

ITEM 5

ESTABLISHMENT OF A DAY CARE CENTER FOR  
THE USE OF AGENCY PERSONNEL

PROBLEM

At the present time, either by need or choice, more women with pre-school children are in the work force than ever before. A look at population figures shows that their number will increase drastically in the near future due to the large number of one parent families. As more divorce courts award children to fathers, they too will be affected, so this is not exclusively a "woman's problem." The existing commercial day care centers and baby sitters used by these parents are inadequate for the numbers involved. In the past the Agency has considered this problem, but has taken no action. At least seven federal offices in the metropolitan area have day care centers, proving this is not an impossible concept to implement.

RECOMMENDATIONS/SOLUTIONS:

- (1) The Agency should do a feasibility study exploring the establishment of a day care center at or near the Headquarters building.
- (2) If space is not available, local churches could be approached to rent or lease their already existing facilities during working hours.
- (3) The center could be run by the Agency, the users, or by a consultant.
- (4) The agencies with on-going programs should be consulted for advice.
- (5) The large amount of literature on the subject should be researched.
- (6) The employees should be surveyed for interest, but only AFTER there is a program for them to consider.
- (7) We feel that the Federal Government should lead industry and set an example in this field.
- (8) The improved performance of the employees involved will more than repay the Agency for its

efforts to aid them with what is a very serious personal and social problem.

(9) Various newspaper articles are attached.

## ITEM 6

### CORRESPONDENCE

#### PROBLEM

Much time and effort has been wasted because of bureaucratic requirements concerning the preparation of correspondence. One very good example is that memoranda are constantly being re-done because the word "Acting" has been included either in the address or signature block of correspondence, and by the time it reaches its final destination, the "Acting" term is no longer applicable.

Some Directorates and Offices have correspondence unique to themselves: for example, DDO prepares cables and dispatches, DDA uses Speed Letters, OD&E has special compartmented information which must be handled according to prescribed procedures, and the Director has a style to meet his requirements. This wide variety of ways for the preparation of correspondence, and occasional changes in the unique examples given above, can be the cause of confusion to new employees, as well as to those who have been with the Agency for a period of time.

#### RECOMMENDATIONS/SOLUTIONS:

(1) In the absence of top-level officials, memoranda still be prepared for the signature of the absent official. The "Acting" official would simply sign for the person who is absent. Special attention should be given to assure that all copies are conformed to reflect this. For information purposes, it is still important that notices be circulated indicating when an official is absent and someone is "Acting" in his stead. It would be for information only and would not denote any changes in the preparation of correspondence.

(2) The Agency has a "Correspondence Style and Procedures Guide." We recommend that this be the uniform guideline for the preparation of correspondence. Appropriate offices who have their own unique ways of preparing correspondence should add supplements to this Agency "Guide" for their particular use.

(3) We have proposed below a suggested write-up for one of your future "Notes From The Director" which will cover (1) and (2) above:

NOTES FROM THE DIRECTOR

When an Agency official is to be temporarily absent, notices will continue to be published indicating the timeframe involved and the designated "Acting" official. However, in the interest of saving time and money, it will no longer be necessary for the preparation of correspondence to reflect this change.

It has come to my attention that there exist within the Agency several different styles of correspondence procedures. It is essential that the Agency adopt a uniform style of correspondence. I have also discovered there are several offices that are unaware of the Agency-published correspondence guide entitled "Correspondence Style and Procedures Guide" which can be obtained by calling the Records Administration Officer on [redacted]. Because some Directorates and Offices have correspondence unique to their own components, it is suggested that supplements to the Guide be published to cover these additional instructions. This initially may take some time, but it is important for new secretaries and will save a great deal of time for those who have to instruct them.

STAT

ITEM 7

ADVANCEMENT OF SECRETARIAL/CLERICAL  
EMPLOYEES INTO PROFESSIONAL SLOTS

PROBLEM

There are several programs in the Agency classed as "Upward Mobility Programs." For purposes of this meeting, we have reference to programs such as the DDI's Advancement Opportunity Program and the DDA's Project Aim which identify and promote clerical personnel into professional slots. Although these programs are very good, there is still a serious morale problem among qualified clerical personnel due to the lack of slots available and the implementation of the programs. Very few people are promoted beyond grade GS-7 at the present time, even though many are qualified. Due to the small number of people promoted, the existing programs are generally viewed as token programs.

RECOMMENDATIONS/SOLUTIONS:

(1) Increase the number of slots available for the Upward Mobility Programs of each Directorate.

(2) Identify capable people for the programs. This should be accomplished by testing those persons aspiring to the programs. We suggest that the Professional Employees Test Battery rather than the Differential Aptitude Test be used. Since candidates chosen will be competing as, and with, professionals, it would be to their benefit to have a realistic appraisal of their qualifications. One's intelligence, fitness reports, test results and experience -- both Agency and external -- should be considered, as well as formal education.

(3) It should be mandatory that anyone being promoted into a professional slot be processed through these programs. This would eliminate the promotion of less qualified people due to favoritism, or the appearance of it.

None of the above is to suggest that outside recruiting should be stopped, but rather that the upward mobility of capable Agency clerical personnel should be increased.

Attachment - 1  
Newspaper clippings re Day Care Centers